# NAVAL POSTGRADUATE SCHOOL

**MONTEREY, CALIFORNIA**

# SUPPLEMENTAL TO THESIS (1 OF 10: RECRUITING THE CYBER OPERATIONS OFFICER (17A) SURVEY)

**RECRUITING THE CYBER LEADER: AN EVALUATION OF THE HUMAN RESOURCE MODEL USED FOR RECRUITING THE ARMY'S "CYBER OPERATIONS OFFICER"**

by

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# Recruiting the Cyber Operations Officer (17A) Survey

This survey is being conducted to obtain relevant information from current Army Cyber Operations Officers (17As) on how they would assess the recruitment and application process for becoming a 17A. This survey will address background and experience history as well as motivation for becoming 17As. No PII will be recorded with data and all analysis will be reported anonymously in aggregate. All data will be collected and analyzed in a virtual computing environment maintained in accordance with applicable data at rest regulations and standards.

Welcome, we are requesting your participation in a brief survey created by Sean Gibbs and Wallace Nicholson, students at the Naval Postgraduate School (NPS). This survey is a part of our research on the Army's recruitment of the Cyber Operations Officer. Your input will assist us in assessing the current Army's human resource model (HRM) for recruiting the Cyber Operations Officer (17A). The survey will help us better understand the current population of Army Cyber Operations Officers and more accurately assess the Army's HRM for recruiting these officers. The survey results will also assist us in conducting comparative analysis, determining how the Army HRM for recruiting Cyber Operations Officers aligns with best practices. In addition, this study has the potential to provide the groundwork for the improvement of the current Army HRM for recruiting Cyber Operations Officers that could positively impact long term effectiveness

There are 40 questions in this survey

## Consent

**1 []**

**Introduction. You are invited to participate in a research study entitled Recruiting the Army Cyber Leader: an analysis and evaluation of the effectiveness of the Army's human resource model (HRM) used for recruiting the Cyber Operations Officer (17A). The purpose of the research is to evaluate the Army's use of its current human resource model to recruit Cyber Operations Officers.**

**Procedures. This study will be conducted using three research methods: collection and analysis of data from the Cyber Branch; comparative analysis between Army recruitment of 17As and other government / commercial sector organizations recruitment of personnel with comparable skill sets; and a survey of current 17A Cyber Operations Officers.**

- **Subjects who choose to participate in this study will only be a part of the survey portion and will only be responsible for completing and submitting the survey. The survey will ask respondents about the following: basic demographic information, academic/professional background and experience, assessment of the 17A recruitment process, job satisfaction, current duty position / assignment and motivations for becoming a 17A.**
- **The expected duration of each subject's involvement in this study is purely based on the amount of time it takes for them to complete the survey, which should take no longer than 15 minutes. The survey opens on December 12, 2016 and closes on February 1, 2017.**
- **The survey will be sent out to all current cyber operations officers for voluntary participation in this study.**

**Location. The survey will take place online and all other methods of research will take place from the Naval Postgraduate School in Monterey, CA.**

**Voluntary Nature of the Study. Your participation in this study is strictly voluntary. If you choose to**

**participate you can change your mind at any time and withdraw from the study. You will not be penalized in any way or lose any benefits to which you would otherwise be entitled if you choose not to participate in this study or to withdraw.**

**Potential Risks and Discomforts. The potential risks of participating in this study are: There is minimal risk of breach of confidentiality. No PII will be recorded with data, all analysis will be reported anonymously in aggregate. All data will be collected and analyzed in a virtual computing environment maintained in accordance with applicable data at rest regulations and standards.**

**Anticipated Benefits. The primary benefit of this study will be fully understanding the Army HRM for recruiting Cyber Operations Officer and determining whether or not it aligns with best practices. In addition, this study has the potential to provide the groundwork for the improvement of the current Army HRM for recruiting Cyber Operations Officers (or other specialty skill sets) that could positively impact long term effectiveness.You will not directly benefit from your participation in this research.**

**Confidentiality & Privacy Act. Any information that is obtained during this study will be kept confidential to the full extent permitted by law. All efforts, within reason, will be made to keep your personal information in your research record confidential but total confidentiality cannot be guaranteed. [All data will be collected and analyzed in a virtual computing environment maintained on the NPS secure server.]**

**Points of Contact. If you have any questions or comments about the research, or you experience an injury or have questions about any discomforts that you experience while taking part in this study please contact the Principal Investigator, Mr. Steve Mullins, (831) 656-7939,sjmullin@nps.edu. Questions about your rights as a research subject or any other concerns may be addressed to the Navy Postgraduate School IRB Chair, Dr. Larry Shattuck, 831-656-2473, lgshattu@nps.edu.**

**Statement of Consent. I have read the information provided above. I have been given the opportunity to ask questions and all the questions have been answered to my satisfaction. I have been provided a copy of this form for my records and I agree to participate in this study. I understand that by agreeing to participate in this research and signing this form, I do not waive any of my legal rights. ***

Please choose **only one** of the following:

- ○ Yes
- ○ No

# Demographics

Basic information on demographic of respondents

### 2 []Please select your age group. *

Please choose **only one** of the following:

- ○ 18-24
- ○ 25-31
- ○ 32-38
- ○ 39-45
- ○ 46+

### 3 []Please select your gender. *

Please choose **only one** of the following:

- ○ Female
- ○ Male

### 4 []How long have you been in the Army? *

Please choose **only one** of the following:

- ○ Less than 1 year
- ○ 1 - 5 years
- ○ 6 - 10 years
- ○ 11 - 15 years
- ○ 16 - 20 years
- ○ More than 20 years

## 5 []What is your current rank? *

Please choose **only one** of the following:

- ○ 2LT
- ○ 1LT
- ○ CPT
- ○ MAJ
- ○ LTC
- ○ COL
- ○ GEN

## 6 []How long have you held your current rank? *

Please choose **only one** of the following:

- ○ Less than 1 year
- ○ 1 - 2 years
- ○ 3 - 4 years
- ○ 5 - 6 years
- ○ More than 6 years

# Background / Experience

This group of questions will focus on respondents academic, technical and military background and experience.

### 7 []Do you hold a Bachelor of Science (B.S.) or Bachelor of Arts (B.A.) undergraduate degree? *

Please choose **all** that apply:

- ☐ B.S.
- ☐ B.A.
- ☐ No undergraduate degree
- ☐ Other: _____

### 8 []Is your undergraduate degree from a Science, Technology, Engineering or Mathematics (STEM) Field? *

Please choose **only one** of the following:

- ○ Yes
- ○ No

### 9 []What was your undergraduate major? *

Please write your answer here:

_____

### 10 []Do you hold a Master of Science (M.S.), Master of Arts (M.A.) or Master of Business Administration (M.B.A.) degree? *

Please choose **all** that apply:

- ☐ M.S.
- ☐ M.A.
- ☐ M.B.A.
- ☐ No graduate degree
- ☐ Other: _____

## 11 []Is your graduate degree from a STEM program?

Please choose **only one** of the following:

- ○ Yes
- ○ No

## 12 []What was your graduate major?

Please write your answer here:

## 13 []Do you hold a PhD?

Please choose **only one** of the following:

- ○ Yes
- ○ No

## 14 []What type of PhD do you hold?

Please write your answer here:

**15 []What, if any, IT Certifications do you currently hold? Select all that apply: ***

Please choose **all** that apply:

- ☐ NET+
- ☐ CCNA
- ☐ CCNP
- ☐ SEC+
- ☐ CASP
- ☐ GSLC
- ☐ CISSP
- ☐ CISM
- ☐ CEH
- ☐ PMP
- ☐ GSEC
- ☐ NONE
- ☐ Other:

**16 []What was your previous MOS, if applicable?**

Please write your answer here:

**17 []**
**Do you have any experience in the following IT / Cyber related fields? Select all that apply: ***

Please choose **all** that apply:

- ☐ Computer Network Defense (CND)
- ☐ Network Management
- ☐ Information Assurance
- ☐ Coding / Programming
- ☐ Ethical "White Hat" Hacking
- ☐ Database Creation / Management
- ☐ Network Engineering
- ☐ None
- ☐ Other:

**18 [ ]What [Officer] leadership or key developmental positions have you held in the Army prior to becoming a 17A? Check all that apply: ***

Please choose **all** that apply:

- [ ] Platoon / Section Leader
- [ ] Company Commander
- [ ] Executive / Operations Officer (XO/S3)
- [ ] Staff Primary
- [ ] Battalion Level Commander / Director
- [ ] Brigade Level Commander / Director
- [ ] Deputy Commander / Director
- [ ] None
- [ ] Other:

# Assessing the Recruitment Process

**19 []How were you made aware of the Army's recruitment of Officers for the Cyber Branch (17A)? ***

Please choose **all** that apply:

- ☐ Branch Manager / Human Resources Command
- ☐ Chain of Command
- ☐ Friend
- ☐ Social Media / Internet
- ☐ Other: _____

**20 []To what extent do you agree or disagree with the following statements: ***

Please choose the appropriate response for each item:

| | Strongly disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
|---|---|---|---|---|---|---|
| The 17A application packet requirements allowed me to effectively represent my relevant skills. | ○ | ○ | ○ | ○ | ○ | ○ |
| My CoC was supportive of my participation in the application / recruitment process. | ○ | ○ | ○ | ○ | ○ | ○ |
| The Cyber Branch proponent was easily accessible during the application / recruitment process. | ○ | ○ | ○ | ○ | ○ | ○ |

**21 []To what extent do you agree or disagree with the following statements: ***

Please choose the appropriate response for each item:

| | Strongly disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
|---|---|---|---|---|---|---|
| My current duty position and job responsibilities are in line with my expectations of those of a Cyber Operations Officer (17A) based on the application / recruitment process. | ○ | ○ | ○ | ○ | ○ | ○ |
| I have the technical skills required to perform my assigned duties as expected in my current duty position. | ○ | ○ | ○ | ○ | ○ | ○ |
| I have the technical skills and experience to advance as a 17A. | ○ | ○ | ○ | ○ | ○ | ○ |

# Current Duty Position / Assignment

### 22 []Are you currently assigned to a position designated for a 17A on your unit's MTOE? *

Please choose **only one** of the following:

- ○ Yes
- ○ No
- ○ Unknown

### 23 []If yes, what is your current duty title? *

**Only answer this question if the following conditions are met:**
Answer was 'Yes' at question '22 [CDPA1]' (Are you currently assigned to a position designated for a 17A on your unit's MTOE?)

Please choose **only one** of the following:

- ○ Automation Management Officer
- ○ Automation Operations Officer
- ○ Battalion Commander
- ○ Battle Captain / Watch Officer
- ○ BDE Staff Primary
- ○ BN / BDE S3
- ○ BN / BDE XO
- ○ BN Staff Primary
- ○ Branch Chief
- ○ Brigade Commander
- ○ Company Commander
- ○ Chief of Staff
- ○ CORPS Staff Primary
- ○ Cyber Defense Manager
- ○ Cyber Exercise Planner
- ○ Cyber Network Defense Manager
- ○ Cyber Planner
- ○ Cyber Protection Team Leader
- ○ Cyber Protection Team Member
- ○ Cyber Research Scientist

- ○ Cyber Training Officer
- ○ DIV Staff Primary
- ○ G3 / S3 Staff Officer
- ○ G2 / S2 Staff Officer
- ○ Information Systems Manager
- ○ Information Manager
- ○ Instructor
- ○ IROC / ITOC Chief
- ○ Project Leader
- ○ Senior Cyber Research Scientist
- ○ Staff Officer
- ○ Student
- ○ Other [ ]

## 24 []Did you attend MOS specific training prior to arrival at your current duty station? *

Please choose **only one** of the following:

- ○ Yes
- ○ No

## 25 []If yes, which training / military education did you attend? *

**Only answer this question if the following conditions are met:**
Answer was 'Yes' at question '24 [CDPA3]' (Did you attend MOS specific training prior to arrival at your current duty station?)

Please choose **only one** of the following:

- ○ Cyber Basic Officer Leaders Course (CBOLC)
- ○ 17A Qualification Course
- ○ Other [ ]

# Job Satisfaction / Performance

**26 [ ]Are you currently rated by a 17A? ***

Please choose **only one** of the following:

- ○ Yes
- ○ No

**27 [ ]If yes, to what extent do you agree or disagree with the following statements: ***

**Only answer this question if the following conditions are met:**
Answer was 'Yes' at question '26 [JOBPER2]' (Are you currently rated by a 17A?)

Please choose the appropriate response for each item:

| | Strongly disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
|---|---|---|---|---|---|---|
| My 17A rater possesses the technical skill required for their duty position. | ○ | ○ | ○ | ○ | ○ | ○ |
| My 17A rater provides me with sufficient and sound technical guidance to perform my duties. | ○ | ○ | ○ | ○ | ○ | ○ |

**28 [ ]If no, to what extent do you agree or disagree with the following statements: ***

**Only answer this question if the following conditions are met:**
Answer was 'No' at question '26 [JOBPER2]' (Are you currently rated by a 17A?)

Please choose the appropriate response for each item:

| | Strongly disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
|---|---|---|---|---|---|---|
| My rater possesses the technical skill required to supervise me as a 17A. | ○ | ○ | ○ | ○ | ○ | ○ |
| My rater provides me sufficient and sound technical counsel to progress as a 17A. | ○ | ○ | ○ | ○ | ○ | ○ |

**29 [ ]Are you currently senior rated by a 17A? ***

Please choose **only one** of the following:

- ○ Yes
- ○ No

**30 [ ]If yes, to what extent do you agree or disagree with the following statements: ***

**Only answer this question if the following conditions are met:**
Answer was 'Yes' at question '29 [JOBPER3]' (Are you currently senior rated by a 17A?)

Please choose the appropriate response for each item:

| | Strongly disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
|---|---|---|---|---|---|---|
| My 17A senior rater possesses the technical skill required for their duty position. | ○ | ○ | ○ | ○ | ○ | ○ |
| My 17A senior rater provides me sufficient and sound technical counsel to progress as a 17A. | ○ | ○ | ○ | ○ | ○ | ○ |

**31 [ ]If no, to what extent do you agree or disagree with the following statements: ***

**Only answer this question if the following conditions are met:**
Answer was 'No' at question '29 [JOBPER3]' (Are you currently senior rated by a 17A?)

Please choose the appropriate response for each item:

| | Strongly disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
|---|---|---|---|---|---|---|
| My senior rater possesses the technical skill required to supervise me as a 17A. | ○ | ○ | ○ | ○ | ○ | ○ |
| My senior rater provides me sufficient and sound technical counsel to progress as a 17A. | ○ | ○ | ○ | ○ | ○ | ○ |

## 32 []Do you currently rate any 17As? *

Please choose **only one** of the following:

- ○ Yes
- ○ No

## 33 []If yes, to what extent do you agree or disagree with the following statements: *

**Only answer this question if the following conditions are met:**
Answer was 'Yes' at question '32 [JOBPER4]' (Do you currently rate any 17As?)

Please choose the appropriate response for each item:

| | Strongly disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
|---|---|---|---|---|---|---|
| The 17A(s) I rate possess the technical skills required for them to perform their assigned duties. | ○ | ○ | ○ | ○ | ○ | ○ |
| The 17A(s) I rate perform as expected when given technical tasks related to their assigned duties. | ○ | ○ | ○ | ○ | ○ | ○ |

## 34 []Do you currently senior rate any 17As? *

Please choose **only one** of the following:

- ○ Yes
- ○ No

## 35 []If yes, to what extent do you agree or disagree with the following statement: *

**Only answer this question if the following conditions are met:**
Answer was 'Yes' at question '34 [JOBPER5]' (Do you currently senior rate any 17As?)

Please choose the appropriate response for each item:

| | Strongly disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
|---|---|---|---|---|---|---|
| The 17A(s) I senior rate have the technical skill and desire required to advance in this field. | ○ | ○ | ○ | ○ | ○ | ○ |

# Motivation

**36 []To what extent do you agree or disagree with the following statments: ***

Please choose the appropriate response for each item:

| | Strongly disagree | Disagree | Neutral | Agree | Strongly Agree | Not Applicable |
|---|---|---|---|---|---|---|
| I became a 17A because I am very passionate about the mission of the Cyber Branch and the role of the Cyber Operations Officer. | ○ | ○ | ○ | ○ | ○ | ○ |
| I became a 17A because I have the technical experience and expertise to excel in the Cyber Branch. | ○ | ○ | ○ | ○ | ○ | ○ |
| I became a 17A because I wanted to gain technical skills and experience that would make me marketable after I leave the military. | ○ | ○ | ○ | ○ | ○ | ○ |
| I became a 17A because I was no longer satisfied with my previous branch. | ○ | ○ | ○ | ○ | ○ | ○ |
| I became a 17A because of the potential for greater opportunities for advancement in the Cyber Branch. | ○ | ○ | ○ | ○ | ○ | ○ |

**37 []In order of importance, rank the following attributes required for a 17A: ***

All your answers must be different.

Please number each box in order of preference from 1 to 5

- [ ] Tactical Experience
- [ ] Leadership Experience
- [ ] Technical Experience
- [ ] STEM Degree
- [ ] IT Certifications

## 38 []What was the most difficult / frustrating part of the 17A application / recruitment process?

Please write your answer here:

## 39 []What could be done to improve the 17A application / recruitment process?

Please write your answer here:

**40 []Please utilize the text box below to provide any additional topics or questions you think should be added to this survey to more accurately assess the application / recruitment process for Cyber Operations Officers.**

Please write your answer here:

Thank you for your participation.  The Principal Investigator for this research is Mr. Steve Mullins, (831) 656-7939. This research has been approved by the Naval Postgraduate School Institutional Review Board (IRB). The IRB Chair is Dr. Larry Shattuck (831) 656-2473.

02-19-2017 – 13:22

Submit your survey.
Thank you for completing this survey.